

IAS file

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12 May 1955

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MEMORANDUM FOR: Chief, Planning and Analysis Staff

THRU : Acting Chief, Analysis Branch

SUBJECT : Interim Assignment Section Space and Work Requirements

25X9 1. Approximately 200 letters are being dispatched this week inviting local clerical applicants to report for duty at their convenience, which in most cases should be shortly after school closes. This is, in part, a result of the "Special Provisional Clearance" program, worked out by PPD in order to be able to make a definite job offer at the time of initial interview. While quite a few of these people will probably cancel, it may be a fair assumption that [redacted] or more will actually enter on duty.

2. In addition to the group mentioned above, clerical employees will continue to enter on duty with full clearances. However, many clerical employees fail to qualify in the required skills at the time of entrance on duty and are required to stay in the Interim Assignment Section until their skills come up to par. It seems reasonable to expect that the number of employees in this group will be increasing steadily and will swing sharply upward when school closes.

25X9 3. The number of employees in the Interim Assignment Branch at this time is approximately [redacted] clerical employees enter on duty in June and July with "Special" Provisional Clearances, and that an additional [redacted] or so enter on duty during the same period with full clearances, by July, we should be hosts to something in the neighborhood of [redacted] interim assignees.

25X9 4. During the comparable period of 1954, the maximum on-duty strength of the Interim Assignment Section was [redacted] Based on the space available at that time, this provided 27 square feet of floor space per person. As far as I know, no additional space has been added. Assuming a population of [redacted], the floor space available per person would be about 11 square feet (2/3 the area of the top of my desk).

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5. If my approximations are not too far out of line, we are facing a serious space problem. In addition, there may be considerable difficulty in arranging for the amount of "busy work" which will be required. Certainly, it is not too soon to (a) begin working something out with the Space, Maintenance, and Facilities people and (b) round up all the unclassified work projects we can lay our hands on. Also, some consideration may want to be given to limiting the number entering on duty each week, although this would tend to defeat the purpose of the "Special Provisional Clearance".

6. I recommend that appropriate inquiries be made to determine what action, if any, is being taken or is contemplated in this connection.

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For the fiscal year 56 the IAS had [REDACTED] EOD's on full clearance, and [REDACTED] on provisional clearance. Of this number there were [REDACTED] professional employees. An average computed in Oct 1956 showed that clerical employees on full clearance spent 23.04 days in the IAS from date of EOD to date of assignment. On provisional clearance the average was 48.84 days. The average time for professionals was 11 days.

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Using these averages the following figures would result for 1956:

<i>Time</i>	<i>Days</i>	<i>Hours</i>
Days spent in IAS while on full clearance:	8275.68	66205.44
Hours spent	8300	66000
Days spent in IAS while on prov clearance:	13086.80	104694.40
Hours spent	13000	104000
Total Days	21362.48	170899.84
Total Hours	21300	170000

3 This is a tremendous expenditure of time, money and energy. Of course this expense is covered by the work projects accomplished in IAS. However, because of security requirements, these projects must be of an unclassified nature and primarily compromise work of the lowest priority. If this effort could be applied where it is needed, the Agencies priority requirements could be furthered by some 170,000 man hours.

4 The requirement that large numbers of people remain in the IAS tends to compound the existing problems. This became apparent in the summer of 1956 when it was increasingly difficult, because of the numbers of people, to schedule polygraph interviews for fully cleared personnel. The situation reached the point that once an individual, EODing on a provisional clearance, was fully cleared it required 4 to 5 weeks to get an appointment in Building 13.

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5 The number of people on duty in IAS rose from 94 in January 1956 to a high [REDACTED] in July. This created a critical space problem. It also resulted in morale problems. After a few days in such a position people begin to feel forgotten and neglected. The work projects lead to little job satisfaction and a lack of enthusiasm. Work becomes scarce as the numbers increase and with little to do the employees begin to develop poor work habits. The work itself, the impression made on supervisors, everything concerning the Agency tends to lose significance and the (only remaining important) objective is "to get out of the pool." This certainly is not a desirable situation.

6 To alleviate these problems it would be most advantageous to reduce the number of people assigned to IAS to a bare minimum. This could be accomplished by a processing procedure which would allow new employees to report to their respective job assignments almost immediately after EOD.

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7 In order to reach this goal it will be necessary to accomplish, prior to EOD, the vast majority of the steps involved in the normal processing of applicants, and to reduce the amount of processing during the period between EOD and reporting to assigned offices.

8 When considering the processing to be accomplished prior to EOD, it becomes apparent that it will be necessary to invite applicants to Headquarters for a 2 to 3 day processing period. The processing steps to be accomplished prior to EOD include:

- Delegation*
- a. All interviewing required by PPD, SPAD and operating offices.
  - b. All screening and (evaluation) testing.
  - c. Complete medical examination.
  - d. Complete security processing, including polygraph.

9 With these time consuming operations completed the EOD processing could be cut to one day and an individual could report to his office the second working day. The necessary EOD processing would include the following:

- a. Welcome speech, 10 minutes.
- b. Explaining, signing and checking of all necessary employment papers and documents,  $1\frac{1}{2}$  hours.
- c. General orientation briefing by Employee Services,  $1\frac{1}{2}$  hours.
- d. Military status briefing by MPD,  $\frac{1}{2}$  hour.
- e. Security briefing, 3 hours.
- f. Finger printing, photos, and security regulations, 1 hour.
- g. Report to operating office to which assigned.

10 It should not be assumed that as a result of this <sup>expedient</sup> quick processing additional training and orientation could not be conducted after the individual had reported to his office. This could be accomplished as each office found it convenient.

11 The improved procedure would <sup>have a number of</sup> be of further benefit in eliminating unsuitable or undesirable applicants early in the clearance period, reducing the workload and expense placed on both the Personnel and Security Offices by the full four month clearance.

12 This processing procedure is very similar to the program <sup>from the</sup> already in effect for JOT and the Office of Communications candidates. Their programs have proved very effective, in every respect mentioned above. The concept seems entirely compatible with proposals already made for invite travel and the movement of family and household goods at Agency expense.

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While it would be most desirable to accomplish this accelerated processing for every applicant, some immediate limitations are apparent. The General Consul has already cast serious doubts on the advisability of using invitee travel across the board. (Reference attached copy of memo dated )

*6 July 1956 Revised procedure in processing cler. applicants.*

In addition, the unique character of each group of applicants may or may not be adaptable to this type of processing. It would not seem wise to ask a young girl of 18 from a small town some distance away to leave her high school classes and come here for several days to participate in the polygraphy interview and rather extensive medical examination. In these cases the adverse impressions created would seem to overrule the benefits received. Similiar problems of varying magnitudes would be faced with young women enrolled in college or secretarial courses.

*14.* In almost every other applicant category the overall benefits far outweigh the problems. Candidates for professional positions and men being considered for clerical and related positions by-in-large would have very much to gain by receiving the benefits of this *distinct advantage* accelerated processing procedure. They could participate in this program without leaving their present positions and running the risk of ending up with no job. Within the first ~~two~~ *three* months of processing they would have an indication of their chances of being hired and those turned down could begin seeking new positions ~~that~~ *much* earlier. The number of people whom will, in spite of our warnings, uproot their whole patterns of life to come with the Agency and then be turned down, could be practically eliminated. For professional applicants and male clericals the procedure seems highly desirable.

*9* The best course of action would seem to be the use of accelerated processing for all applicants except those female clericals who live outside the Washington, D.C. area or who are presently enrolled in school. The results would be of great value to the Agency. The public relations aspects cannot be overemphasized. We would avoid the possible unfavorable attitudes of the younger female applicants and would at the same time receive the favorable impression created on the professional and male clerical applicants. The workload of Personnel and Security would be reduced, especially in respect to the male clerical applicants, who have a much more difficult time meeting our Security requirements. The limiting of invitee travel as proposed by the General Consul could be accomplished by precluding the female clerical applicants. The processing of those who did enter IAS could be speeded by the resultant decrease in numbers and by the elimination of others early in their clearance period. Finally, many of the problems found in IAS such as morale, space shortage, and available work could be significantly reduced if the people assigned there were restricted to those categories mentioned, and if the total numbers were reduced.